

20 November 1998

MEMORANDUM FOR DISTRIBUTION

SUBJECT: Modified Packard Acquisition and Technology Workforce Identification

On December 18, 1997, in response to the requirement contained in Section 912(b) of the National Defense Authorization Act for Fiscal Year 1998, the Secretary of Defense informed Congress that beginning October 1, 1998, members of the acquisition workforce will be uniformly identified. The identification will be based on an updated version of an approach developed by the 1986 President's Blue Ribbon Commission on Defense Management (Packard Commission). He also advised Congress that refinements will be made to the acquisition workforce identification model as it proceeds toward full implementation.

Uniformly identifying the workforce using the modified Packard approach enhances the Department's ability to manage this critical asset and provides a more precise understanding of the activities and skills mix within the workforce. It gives the Department the insight required to plan for the recruitment, retention, and requisite training and education of the workforce and has the agility to target specific segments of the workforce for career planning, training, and education in support of new acquisition reform initiatives and to identify the skills required for the workforce in the 21<sup>st</sup> Century.

An Acquisition Workforce Identification Working Group was formed to facilitate the process across the Department and to make refinements to the model so that the workforce determination would be as consistent and verifiable as possible. It was agreed that there should be two counts to ensure the baseline acquisition workforce for Fiscal Year 1999 is as accurate as possible. To assist the Services and Agencies in conducting their initial count of workforce members, the Working Group developed a recommended list of acquisition functions along with templates of acquisition related occupations to be counted across the Department (Category I), in selected organizations (Category II), and for selected additions or deletions, in a separate listing (Category III). The tasking for this first count was sent on April 7, 1998, and the count was conducted from mid-April through early June with analysis of the results running through September.

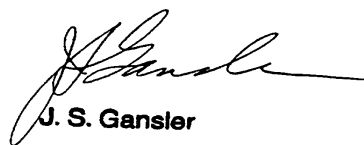
The results of the first count have been reviewed and issues worked further to refine the templates. Attachment 1 provides a summary of the changes made based on lessons learned from the first count along with the process for implementing the count in DoD. Attachment 2 provides new templates for the second and final count to baseline the workforce. Attachment 3 provides the updated functions used to help identify the workforce. Attachment 4 depicts the relationship between the old acquisition organization definition, the FY 98 National Defense Authorization Act Section 912a acquisition workforce definition, and the new modified Packard acquisition and technology workforce definition.

Based on these attachments, request you conduct and provide the count of your acquisition and technology workforce. Provide all inputs, including a breakout of your modified Packard workforce personnel numbers, updated occupational lists (including a Category III listing of additions and deletions), and the refined Group IIA and IIB organizational lists to LTC Brandy Johnson, (703) 578-2762/fax 820-9753, within 30 days of the date of this letter. Extensions will not be granted. In addition, provide the name and phone number of your point of contact within the next ten days. Service Directors for Acquisition Career Management (DACMs) should collect the data to ensure consistency. This input will be considered as your coordination for the Fiscal Year 1999 workforce numbers using the modified Packard method.

Note that I have changed the name of the acquisition workforce to the acquisition and technology workforce in order to provide a more accurate description of the breadth of occupations and skills required to successfully accomplish the DoD acquisition mission from a life-cycle perspective, from the earliest phases of basic research to the logistical support and disposal of legacy systems. The workforce contains far more than just procurement personnel. It requires the integrated effort of contracting professionals, program managers, engineers, scientists, logisticians, and all the other occupational fields listed in the modified Packard methodology. Truly, this is a team effort and the title must reflect the Department's dedication to an integrated and efficient life-cycle approach for the acquisition of goods and services.

Because this modified Packard acquisition and technology workforce identification represents DoD's key acquisition and technology personnel, when Congressionally-directed workforce reductions go above programmed levels, I will work with the Components to ensure reductions are taken to the maximum degree possible from the acquisition and technology workforce support functions and related organizational overhead.

Your efforts to ensure proper implementation of the modified Packard method for identifying the acquisition and technology workforce are appreciated. The count will be updated annually during the first few years of implementation. Please contact LTC Johnson if you have any questions regarding the count or the working groups involved in implementing the modified Packard methodology.



**J. S. Gansler**

Attachments  
As stated

## **ATTACHMENT 1**

### **SUMMARY OF CHANGES/CLARIFICATION BASED ON LESSONS LEARNED FROM THE INITIAL COUNT AND IMPLEMENTATION PROCESS**

## Summary of Changes/Clarification Based on Lessons Learned from the Initial Count

- The acquisition workforce is now the acquisition and technology workforce based on the life-cycle, cradle-to-grave approach to accomplishing the DoD acquisition mission. Personnel performing pre-Milestone 0 work (per DoDD 5000.1) at Science and Technology (S&T) organizations are part of the workforce and will be counted in a new category, Category IIB.
- Revised the list of Category I occupations (those counted across DoD). There are now six occupations in Category I. Four occupations, namely Quality Assurance, 1910; Auditing, 511; Logistics Management, 346; and Property Disposal, 1104; formerly in Category I were moved to Category IIA. Procurement Clerical & Assistance (1106) has been dropped but may be added in Cat III when they are viewed by the organization as key acquisition personnel and not support personnel.
- The property disposal clerical, 1107, occupation has been dropped and will be included in the acquisition and technology support area to be computed statistically.
- Now two parts to Category II. Category IIA was previously Category II. Revised the list of Category IIA occupations (those counted only in Group IIA organizations). There are now 63 occupations in Category IIA, since the above 4 occupations were added. New Category IIB counts acquisition and technology personnel in S&T organizations and there is an associated list of Category IIB occupations and organizations. Since this is the first time we are using the Category IIB lists, we will finalize the occupations and organizations based on the results from the second count.
- The Category III capability, which had been added to allow flexibility to add DAWIA positions which were not captured in the Category I and II counts, or occupations/organizations not captured on the lists, should also be used to add all applicable enlisted positions to the modified Packard acquisition workforce.
- The Group IIA organizational listing is no longer considered notional. The attached listing represents all the Group IIA organizations (those at which Category IIA occupations will be counted). For example, DCAA is now considered to be a Group IIA organization.
- Only DAWIA and Category I Occupations are included for test organizations outside of Group II organizations since operational testing is usually done by operational personnel.
- NAVFAC and Army Corps of Engineers (USACE-military funded only) will be considered Group II organizations. The non-military funded (civil) activities will not be included, except for contract occupations, select engineer occupations with warrants, and their feeder group. USACE personnel are not counted if more than 50 percent of their work is non-military funded.
- The count should include all career military and civilian personnel in selected occupations, regardless of pay plan. This means we are counting all SES personnel and Political Appointees.

## General Guidance

- For all organizations, DAWIA-coded positions and Category I occupations are always included in the key acquisition and technology workforce.
- Category III should be used to add anyone (regardless of occupation) performing acquisition functions not captured in Categories I or II. Be sure to include the Social Security Number (SSN) for each member added or deleted. However, if your Category III list is very long and you believe the Unit Identification code (for the Services) or organizational code (Fourth Estate) would easily capture everyone being added or deleted from the Defense Management Data Center's (DMDC) database, please contact Lt Col Johnson (703-697-8080) or Nat Cavallini (703-404-3434). We will work with you and DMDC to make sure DMDC can perform the adds and deletes in the manner you are proposing other than listing all the SSNs.
- For Group II, count all military officers. Also, Fourth Estate must count their military officers and provide SSNs so the Services can insure we are not double-counting the DAWIA personnel. We really do need the SSNs. Add other officers in Category III.
- We are using the same March 31, 1998, baseline date used in the first count.
- Please remember to capture all remaining Defense Acquisition Workforce Improvement Act (DAWIA)-coded positions, that is, those not picked up in either Category I or Category II, by adding them to the workforce using Category III capability. It is imperative that you ensure proper DAWIA coding for all appropriate positions so that the outliers can be accurately added to the workforce.

## Implementation Process

1. The Fiscal Year 1999 key acquisition and technology workforce baseline will be used to determine what education, training, and career development, if any, are required for workforce members currently not identified as DAWIA. A working group with representation from the Services, Fourth Estate, Functional Boards, and Defense Acquisition University has been formed to facilitate requirements development and implementation. Implementation of the approved requirements will begin in Fiscal Year 2000. Your support will be required to help us identify appropriate education, training, and career development requirements. This process will also be used to provide a reasonableness check to the count. If it is determined that any personnel were misidentified as being a member of the key acquisition and technology workforce, the count will be adjusted accordingly and updated in the first annual report.

2. We are also forming a working group to ensure the baseline workforce count is implemented into the Department's overall planning, programming, and budgeting system (PPBS) process. This working group is being co-chaired by personnel from the office of the Director, Program Analysis & Evaluation, and Under Secretary of Defense (Personnel and Readiness). This subsequent group is designed to capture the total resources (manpower and dollars) required to perform DoD's acquisition and technology business, to include not only the workforce described above, but their associated support personnel and other related organizational overhead. Again, if this effort reveals that certain personnel were misidentified

as acquisition and technology workforce members, the count will be adjusted for the first annual report.

## **ATTACHMENT 2**

### **NEW TEMPLATES FOR THE SECOND AND FINAL COUNT TO BASELINE THE FISCAL YEAR 1999 ACQUISITION AND TECHNOLOGY WORKFORCE**

**Modified Packard Acquisition and Technology Workforce Occupations**  
**Category I Occupations**  
**(Counted across DoD)**

246 - Contractor Industrial Relations  
340 - Program Management  
1102 - Contracting  
1103 - Industrial Property Management  
1105 - Purchasing  
1150 - Industrial Specialist



**Modified Packard Acquisition and Technology Workforce Occupations**  
**Category IIA Occupations**  
**(Counted in Group IIA organizations only)**

150 - Geography  
180 - Psychologist  
301 - Administration and Program  
334 - Computer Specialist  
343 - Management/ Program Analyst  
346 - Logistics Management  
391 - Telecommunications Specialist  
392 - Communications Specialist  
413 - Physiologist  
501 - Financial Administration  
505 - Financial Management  
510 - Accounting  
511 - Auditing  
560 - Budget Analysis  
801 - General Engineering  
806 - Materials Engineering  
810 - Civil Engineering  
818 - Engineering Drafting  
819 - Environmental Engineering  
830 - Mechanical Engineering  
840 - Nuclear Engineering  
850 - Electrical Engineering  
854 - Computer Engineering  
855 - Electronics Engineering  
858 - Biomedical Engineering  
861 - Aerospace Engineering  
871 - Naval Architecture  
873 - Ship Surveying  
880 - Mining Engineering  
890 - Agricultural Engineering  
881 - Petroleum Engineering  
892 - Ceramic Engineering  
893 - Chemical Engineering  
894 - Welding Engineering  
896 - Industrial Engineering  
1021 - Office Drafting  
1101 - General Business & Industry  
1104- Property Disposal  
1130 - Public Utilities Specialist  
1152 - Production Control  
1160 - Financial Analyst  
1301 - General Physical Science  
1310 - Physics  
1313 - Geophysics

1315 - Hydrology  
1320 - Chemistry  
1321 - Metallurgy  
1330 - Space Science  
1350 - Geology  
1360 - Oceanography  
1361 -        Navigational Information  
1370 -        Cartography  
1372 - Geodesy  
1373 - Land Surveying  
1510 - Actuary  
1515 - Operations Research  
1520 - Mathematics  
1529 - Mathematical Statistician  
1530 - Statistician  
1550 - Computer Science  
1910 - Quality Assurance  
2003 - Supply Program Management  
2150 - Transportation Operations

**Modified Packard Acquisition and Technology Workforce  
Group IIA Organizations\***

(Those organizations having acquisition and technology as their primary mission)

**Army**

AAE  
AMC  
ASA(RDA)  
USACE (military-funded)  
USAMRMC  
USASMDC

**Air Force**

AFMC  
ASAF(A)  
PEO

**Navy**

NAVAIR  
NAVSUP  
NAVSEA  
NAVFAC  
PEO/DRPMs  
SPAWAR  
ASN(RDA)  
USMC SYS CMD

**Other DoD**

USD(A&T)  
DLA  
USSOCOM(SOAC only)  
BMDO  
DISA  
DCAA  
TRICARE Support Office

\* Only applicable UICs (Unit Identification Codes) or organizational codes (Fourth Estate) within these organizations are included in the workforce count.

All of the science and technology organizations are to be considered as a Group IIB organization, including the medical research and development communities.

Please note that DIA, NIMA, and NSA are still exempt from being counted due to an existing statute and are therefore not included in the FY 1999 baseline count. However, our plan is to investigate ways for including their personnel in the FY 2000 baseline that will not violate the intent of the statute and is fully coordinated with these organizations.

**Modified Packard Acquisition and Technology Workforce Occupations**  
**Category IIB (S&T) Occupations\***  
**(Counted in Group IIB (S&T) Organizations only)**

SCIENCE AND ENGINEERING OCCUPATIONS AT S&T ORGANIZATIONS

150 - Geography  
180 - Psychologist  
401 - General Biological Science  
403 - Microbiology  
408 - Ecology  
413 - Physiologist  
414 - Entomology  
430 - Botany  
434 - Plant Pathology  
435 - Plant Physiology  
440 - Genetics  
454 - Range Conservation  
457 - Soil Conservation  
460 - Forestry  
470 - Soil Science  
471 - Agronomy  
480 - General Fish & Wildlife Admin.  
482 - Fishery Biology  
486 - Wildlife Biology  
487 - Animal Science  
601 - General Health Science  
602 - Medical Officer  
610 - Nurse  
630 - Dietitian & Nutritionist  
644 - Medical Technologist  
660 - Pharmacist  
662 - Optometrist  
665 - Speech Pathology & Audiology  
690 - Industrial Hygiene  
701 - Veterinary Medical Science  
801 - General Engineering  
803 - Safety Engineering  
804 - Fire Prevention Engineering  
806 - Materials Engineering  
807 - Landscape Architecture  
808 - Architecture  
810 - Civil Engineering  
818 - Engineering Drafting  
819 - Environmental Engineering  
830 - Mechanical Engineering  
840 - Nuclear Engineering  
850 - Electrical Engineering  
854 - Computer Engineering

855 - Electronics Engineering  
 858 - Biomedical Engineering  
 861 - Aerospace Engineering  
 871 - Naval Architecture  
 890 - Agricultural Engineering  
 881 - Petroleum Engineering  
 892 - Ceramic Engineering  
 893 - Chemical Engineering  
 894 - Welding Engineering  
 896 - Industrial Engineering  
 1301 - General Physical Science  
 1306 - Health Physics  
 1310 - Physics  
 1313 - Geophysics  
 1315 - Hydrology  
 1320 - Chemistry  
 1321 - Metallurgy  
 1330 - Space Science  
 1340 - Meteorology  
 1350 - Geology  
 1360 - Oceanography  
 1370 - Cartography  
 1372 - Geodesy  
 1373 - Land Surveying  
 1380 - Forest Products Technology  
 1382 - Food Technology  
 1384 - Textile Technology  
 1386 - Photographic Technology  
 1515 - Operations Research  
 1520 - Mathematics  
 1529 - Mathematical Statistician  
 1530 - Statistician  
 1550 - Computer Science

#### OTHER OCCUPATIONS AT S&T ORGANIZATIONS\*\*

301 - Administration and Program  
 334 - Computer Specialist  
 343 - Management/ Program Analyst  
 346 - Logistics Management  
 391 - Telecommunications Specialist  
 392 - Communications Specialist  
 501 - Financial Administration  
 505 - Financial Management  
 510 - Accounting  
 511 - Auditing  
 560 - Budget Analysis  
 873 - Ship Surveying  
 1021 - Office Drafting

1101 - General Business & Industry  
 1104- Property Disposal  
 1130 - Public Utilities Specialist  
 1152 - Production Control  
 1160 - Financial Analyst  
 1361 - Navigational Information  
 1510 - Actuary  
 1910 - Quality Assurance  
 2003 - Supply Program Management  
 2150 - Transportation Operations

\* These occupations have been recommended by the S&T community as a first cut. Based on the count results, we will finalize this list for reporting purposes. There will not be another count to baseline FY 1999 workforce personnel. Other changes required will be captured in the FY 2000 baseline. Occupations not covered by this list should be added to Category III.

\*\* These occupations are based on other occupations that are part of the acquisition and technology workforce which may or may not be present in S&T organizations just as they are in the Group IIA list. However, where appropriate, S&T organizations are to count these individuals and provide them in this secondary S&T occupational grouping as opposed to adding them to Category III. Again, whenever an individual should be counted but does not fall under any occupation listed in Category IIB, please add that individual to Category III. This list will also be finalized based on the counting results.

**Modified Packard Acquisition and Technology Workforce  
Group IIB Organizations\***  
(Those organizations having S&T as their primary mission)

**Army**

ARI  
ARL  
ARO

**Air Force**

AFOSR  
AFRL

**Navy**

ONR  
NRL

**Other DoD\***

DARPA  
DTRA(DSWA)  
Service Warfare Centers\*\*

\*All of the science and technology organizations are to be considered as a Group IIB organization, including the medical research and development communities. Services will add the appropriate medical research organizations and other S&T organizations as part of the count. The listed organizations have been recommended as a first cut and will be finalized as part of the count. Please note that BMDO is considered as Category IIA for the count based on their acquisition activities.

\*\*These organizations are not strictly S&T but do have personnel that are spending 50 percent or more of their time performing S&T (6.1-6.3 funded) work and will be counted as part of Category IIB.

**Modified Packard Acquisition and Technology Workforce Occupations  
Category III  
(Counted across DoD)**

This category is to be used for:

1. Adding military officers and civilian personnel who are not covered by the previous categories (occupations or organizations) that are key acquisition and technology personnel.
2. Deleting military officers and civilian personnel from the previous categories (occupations or organizations) that are not key acquisition and technology personnel.
3. Adding enlisted personnel who are key acquisition and technology personnel.
4. Adding all DAWIA personnel (*all* military and civilian) not covered by the previous categories.
5. When adding or deleting from Category II, please state whether the addition or deletion is for Category IIA or IIB.
6. All organizations not listed in previous categories are to use this category for listing their key acquisition and technology personnel. (Guidance provided in the functional listing.)
7. When listing civilians, please ensure the occupational codes are included.
8. Include SSANs unless previously agreed upon per the directions in the Attachment 1 General Guidance.



## **ATTACHMENT 3**

### **ACQUISITION AND TECHNOLOGY WORKFORCE FUNCTIONAL DESCRIPTION**

## **ACQUISITION AND TECHNOLOGY WORKFORCE FUNCTIONAL DESCRIPTION**

The Acquisition Workforce Identification Working Group recommends that the following functions be included to help identify the workforce from a life-cycle, cradle-to-grave perspective. These recommended functions apply to all DoD organizations, including such areas as strategic weapons systems, tactical weapons systems, C4I systems, health systems, automated information systems, among others.

The DoD acquisition and technology activities described below (to include all of the comm-computer career field) apply to information technologies (IT) and national security systems acquisition.

The workforce functions also include the planning and development of requirements, policy formulation, oversight and classroom instruction when such activities are primarily dedicated to one or more of the functions described below.

The occupations listed below are for DoD civilians. However, equivalent military officer and enlisted personnel are also considered to be in the workforce.

**The acquisition and technology workforce is divided into two parts: the key acquisition and technology workforce and the support acquisition and technology workforce. Please note that the personnel we are counting are key acquisition and technology workforce professionals and not other DoD professionals performing acquisition and technology workforce support functions.** Support personnel are identified as other professionals in Group II and DoDI 5000.58 organizations not considered as key acquisition and technology workforce professionals, administrative and clerical, and other related organizational overhead such as blue collar workers (to include, but not limited to, Wage Board personnel employed in such positions as electricians, plumbers, maintenance mechanics, motor vehicle operators, and like positions) and base operating support personnel (to include, but not limited to, security police, chaplains, firefighters, computer operations personnel, general education personnel, recreation personnel, public affairs personnel, doctors, nurses, housing management personnel, communications management personnel.)

### **Functions**

**Requirements Development, Systems Planning, Research, Development, Testing, Evaluation, and Science & Engineering** - Work performed in these categories is almost always primarily related to acquisition and technology programs, projects or activities. The primary duties and functions of the scientists and engineers performing basic and applied research and exploratory development, and others performing pre-Milestone 0 work as defined by DoDD 5000.1, almost always directly or indirectly support acquisition and technology or acquisition-related efforts, especially when found in Group II organizations. In addition, their duties normally require them to perform work that relates to the acquisition of services and products for these areas or the design, development, fabrication, developmental test, modification, etc., of systems or system components. This area would also include services, engineering, and construction for facilities and installations. For example, civil engineers at NAVFAC and the Army Corps of Engineers would be included, but not deployable troops. However, construction related to civil works should not be considered a defense acquisition or technology function, except for 1102s in Category I occupations and engineers with warrants.

Within the test function, personnel performing developmental test and evaluation are included in the workforce. However, operational testing will not be considered as an acquisition and technology function with respect to the workforce count because in general, personnel performing operational testing are assigned to operational commands and their primary duties support operations, not acquisition and technology.

**Program Management** - Work performed in this category is almost always primarily related to oversight of programs or management of the DoD acquisition system. However, some PM positions (obviously not System Program Office, PEO Office, and Weapons Systems Program Managers) may not always perform acquisition and technology functions, as, for example, the HIV Program Manager.

**Information Technology** - For the purpose of defining the workforce, Information Technology means any equipment or interconnected system or subsystem. The workforce includes those responsible for the technology, acquisition, management and oversight of equipment, that is used in the automatic acquisition, storage, manipulation, management, movement, control, display, switching, interchange, transmission, or reception of data or information. IT includes computers, ancillary equipment, software, firmware and similar procedures, services (including support services), and related resources. IT includes telecommunications and communications equipment and national security systems and interoperability between and among systems.

**Industrial/Contract Property Management** - Work performed in this area is primarily related to supporting contractual requirements involving the acquisition, control, management use and disposition of Government-owned property provided to contractors. Duties in this area may also include performance of pre-award surveys, property management systems reviews and plant clearance operations.

**Contracting and Procurement** - Work performed in these categories almost always involves the procurement of supplies/services, selection of sources, negotiation/administration and award of contracts, lease of supplies/services, and similar activities.

**Production** - Work performed in this category involves acquisition-related manufacturing, production, and quality assurance. Acquisition-related manufacturing and production duties nearly always involve management of, or monitoring the manufacturing and production efforts of private sector contractors. Quality assurance includes such duties as evaluating DoD contractor compliance with the technical and quality requirements of acquisition contracts, performing analyses of contractor data, and performing quality engineering.

**Contract Auditing** - The basic nature of contract auditing makes this area an acquisition function. This functional area is comprised of the contract auditing (511) occupation.

**Business, Cost Estimating and Financial Management, and Management and Administration** - Work performed in this category is primarily related to personnel performing work for the listed acquisition and technology functions when, and only when, these type of duties and functions are found in Group II organizations. This area includes, but is not limited to, occupations such as, budget analysis, management analysis, program analysis, general

business administration and industry, and mathematics. (This area is slightly broader than the BCEFM Functional Board and is not meant to be a one-to-one correlation with it.)

**Logistics Planning and Management** - Work performed in this area is primarily related to supporting acquisition programs, projects or activities, either directly or indirectly. The primary duties and functions of such occupations as Logistics Management Specialist (346) and Supply Program Manager (2003) found in this area, almost always involve acquisition activities (exceptions are those personnel that are spending more than fifty 50 percent of their time involved in supporting existing hardware programs or functions that are primarily in a local support, training or operational logistical support role.) Property Disposal Officers (1104) should only be considered as key acquisition and technology workforce professionals when they are in key management positions and manage the disposal activity of major items or systems, foreign military sales, hazardous materials, high cost items, or complex contracts or money. In addition, such areas as retail supply control, warehousing and storage as well as operational and intermediate level maintenance are not considered to be acquisition and technology functions since they primarily support operations. In addition, depot level maintenance is considered to be mostly non-acquisition, except for the planning and management functions associated with program management, since they are primarily operational functions. More clarification is included below. (Please note that the 'yes' means this is considered an acquisition and technology workforce function. The 'no' indicates this is primarily related to operations and therefore not considered as any part of the acquisition and technology workforce.)

# ***Overall Logistics Process***

## **Wholesale Logistics System**

1. WEAPON SYSTEM ACQUISITION
2. Cataloging & Technical Data
3. Requirements Determination
4. Inventory Control
5. Procurement
6. Depot Maintenance
7. Warehousing
8. Transportation
9. Reutilization & Marketing

(Yes = to be counted as part of the Acquisition Workforce)

### **WEAPON SYSTEM ACQUISITION                      YES**

Maintenance Concept

Parts Control

Provisioning

Engineering Changes

Weapon System Support

Technical Data

Drawings

### **CATALOGING    NO**

Item Identification

Item Entry (NSN Assignment)

Interchangeability

Item Reduction

Cataloging Management Data

Documentation Publication

Technical Data/Drawings

### **REQUIREMENTS DETERMINATION                      YES**

War Material Requirements

Peacetime Requirements

Provisioning Requirements

Support Requirements

Demand Forecasting

Leadtime Factors

Safety Levels

Order Quantities

Stockage Pattern

Secure Decisions

Procurement Requests  
 Maintenance Requests  
 Disposal  
 Retail Redistribution  
 Asset Stratification and Budget

### **INVENTORY CONTROL**

**NO**

Maintain Stock Records  
 Accountability  
 Assets on Hand and Due in  
 Receipts/Issues/Returns  
 Adjustments  
 Requisition Processing  
 Customer Orders  
 Source Determination  
 Materiel Release  
 Shipment Discrepancies  
 Status Information  
 Demand Accumulation  
 Customer Liaison  
 Order Generation  
 Disposal  
 Retrograde/Redistribution

### **PROCUREMENT**

**YES**

Contracting  
 Solicitation  
 Negotiation  
 Bid Evaluation  
 Contract Administration  
 Contract & Modifications  
 Production Status  
 Quality Assurance  
 Acceptance & Delivery  
 Payment & Collection  
 Contract Closing

### **DEPOT MAINTENANCE**

**NO**

Maintenance Control  
 Plans & Scheduling  
 Quality Assurance  
 Training  
 Maintenance Management  
 Technical Documentation  
 Support Equipment  
 Calibration  
 Modifications  
 Contractor Support  
 Engineering Support

Production  
 Manufacturing  
 Overhaul  
 Repair & Modifications  
 Crash/Battle Damage  
 Serviceable Transfer

## **WAREHOUSING**

**NO**

Receipt  
 Receipt Processing  
 Discrepancy Reporting  
 Warehouse Depot Operations  
 Warehousing  
 Quality Assurance  
 Care & Prevention  
 Set/Kit Assembly/Disassembly  
 Physical Inventory  
 Physical Counts  
 Reconciliation  
 Causative Research  
 Location Survey  
 Issue  
 Materiel Release  
 Stock Selection  
 Confirmation/Denial  
 Shipment Preparation  
 Planning  
 Assembly/Packing/Crating  
 Consolidation/Documentation  
 Release to Transportation

## **TRANSPORTATION**

**NO**

Authorization  
 Movement Requirement  
 Determine Priority  
 Funding  
 Traffic Management  
 Shipment Planning  
 Mode Selection  
 Carrier Selection  
 Shipment Routing  
 Monitoring  
 Rerouting/Diversion  
 Movement  
 In CONUS  
 CONUS to Theater  
 In Theater  
 Theater to CONUS

**REUTILIZATION & MARKETING****Yes for personnel in management positions**

Item Visibility  
 Receipt Take-up  
 Accountability  
 Excess Reporting  
 Reutilization  
 Transfers  
 Donations  
 Reclamation  
 Sale  
 Demilitarization  
 Billing/Collecting  
 Scrap & Waste  
 Abandon/Destroy

**Retail Logistics System****(NO for all listed below)****RETAIL SUPPLY CONTROL**

Peacetime Requirements  
 Support Requirements  
 Demand Accumulation  
 Range & Depth Decisions  
 Local Purchase Requests  
 Requisitions on Wholesale  
 Maintenance Requests  
 Maintain Stock Records  
 Accountability  
 Assets on Hand/Due-in  
 Receipts/Issues>Returns  
 Adjustments  
 Reports of Survey  
 Requisition Processing  
 Backorder Release  
 Redistribution Orders  
 Customers Orders  
 Material Release  
 Status Information  
 Demand Accumulation

**INTERMEDIATE MAINTENANCE**

Maintenance Control  
 Plans & Scheduling  
 Quality Assurance  
 Training  
 Production  
 Inspection



Repair  
Field Level Mods  
Support Equipment  
Maintenance  
Calibration  
Serviceables  
Unserviceables Evacuation

#### STORAGE

Receipt  
Serviceable and User Turn-ins  
Discrepancy Reporting  
Warehouse Depot Operations  
Care & Prevention  
Set/Kit Assembly/Disassembly  
Physical Inventory  
Physical Counts  
Reconciliation  
Causative Research  
Location Survey  
Issue  
Materiel Release  
Stock Selection  
Confirmation/Denial  
Transfer  
Shipment Preparation  
Planning  
Assembly/Packing/Crating  
Consolidation/Documentation  
Release to Transportation

## **ATTACHMENT 4**

**RELATIONSHIP BETWEEN THE OLD ACQUISITION ORGANIZATION  
DEFINITION, THE FY 98 NATIONAL DEFENSE AUTHORIZATION ACT  
SECTION 912A ACQUISITION WORKFORCE DEFINITION, AND THE  
NEW MODIFIED PACKARD ACQUISITION AND TECHNOLOGY  
WORKFORCE DEFINITION**



# Acquisition Workforce: Relationships

